



2018 annual general meeting

30 NOVEMBER 2018

ASX:OLI

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Oliver's Real Food Limited 2018 Annual General Meeting

Friday 30 November 2018

Sydney office of Mills Oakley, Level 12, 400 George Street, Sydney New South Wales 2000

AGENDA

1. Quorum / Open Meeting
2. Chairman's Welcome, Introduction of Board & Management
3. Chairman's Address
4. CEO's Presentation
5. Notice of Meeting – Taken as Read
6. Meeting and Voting Procedure
7. Business – Consideration of Reports (General Q&A)
8. Resolutions:
 1. Remuneration Report
 2. Re-election of Director
 3. Approval of Additional Share Issue Capacity
9. Other Questions
10. Meeting and Poll Close



TM
oliver's

FEED YOUR GOOD

All Oliver's Directors are shareholders



Greg Madigan
Chief Executive Officer

Greg has over 25 years of QSR experience and was most recently UK Country Director for Subway, leading the largest market outside North America for the world's largest fast food operator. During his tenure with Subway UK, Greg grew store numbers by 608 to 2,350 stores. Prior to that Greg was General Manager NSW/ACT for Subway overseeing significant growth of both store count and same store sales. Greg was a member of the NSW Food Authority Retail Advisory Board implementing menu board labeling and conducted nutritional workshops in the lead up to the national 8700k launch, a NSW initiative for QSR brands to provide more transparent nutritional information to customers.



Alan Lee
Chief Financial Officer

Alan Lee is responsible for strategic and operational aspects of financial planning and management. He is also responsible for risk management and governance of the Company. Alan has over 25 years experience in private equity, corporate advisory, business valuation, transaction services and financial reporting across a wide range of industries and sectors in Australasia and Asia. He was previously CFO of Wolsley Private Equity, a mid-market private equity firm in Australia, responsible for investor relations and reporting, stakeholder management, legal and compliance, ESG as well as investments and portfolio monitoring and management. Alan holds a BCom (University of Wollongong) and a Graduate Diploma in Applied Finance & Investment from FINSIA. He is a Fellow of FINSIA, a member of the AICD and a NSW Justice of the Peace.



Mark Shalala
Chief of Operations

Mark brings a wealth of QSR operational and management experience to the role of Chief of Operations. He is a QSR Management professional having been with Subway for the past 11 years in various operational capacities. Prior to this Mark worked in finance with both Macquarie and Commonwealth Banks and holds a Bachelor Degree in Business and Commerce, a Diploma of Retail Management and a Diploma of Frontline Management, as well as numerous vocational qualifications.



Neil Temple
Chief Technology Officer

Neil Temple is responsible for managing Oliver's technology strategy and implementation. Key to Neil's role is the development of a proprietary retail platform that services the full supply chain, including a digitised customer experience in store, efficiencies for distribution centres, kitchens, head office technology, store support and our online marketplace. Neil has over 20 years' technology design and implementation experience in the UK and Australia, working with the Retail Food Group, BPay and Airport Retail prior to joining Oliver's Real Food. Neil holds a BSc (1st Class Hons) in Industrial Information Technology from the University of Central England (UK) and is a Certified PRINCE2 Practitioner.



Kelly Pumpa
Chief People Officer

Kelly joined Oliver's in June 2018 as our Chief People Officer. She has 20 years' experience in strategic planning, acquisitions, people strategy and implementation. Kelly has held senior roles at Revlon APAC, SONY BMG, and started her career in European Stock Exchanges at Euronext. She has also independently contracted at Telstra, Fairfax Business Media, Volkswagen and nib Health. Kelly holds a Bachelor of Arts (Psychology) Honours and is a member of the Chartered Institute of Personnel Development (CIPD).



Sally Fong
Chief Development Officer

Sally Fong is responsible for the strategic development and planning of Oliver's restaurants including management of leasing portfolios, store development programs, design developments, project management and asset management. She has 14 years of experience in the Franchise and QSR markets including Zambbrero, Pie Face, McDonalds and Sumo Salad. Before commencing with Oliver's, Sally worked amongst fast growing franchise brands including Zambbrero as the Head of Building and Design, and rolled out 120 restaurants (nationally and internationally) over 2.5 years.



Robert Vandermaat
Chief Supply Officer

Robert is an experienced Operations Manager with a demonstrated history of working in the FMCG industry, most recently with Norco Dairy. Skilled in Supplier Performance, Negotiation, Spend Analysis, Supply Chain Optimisation and demand Planning. Robert is a strong operations professional graduating from the University of Melbourne with strong technical knowledge in diverse multi-jurisdictional environments.



Robbie Williams
Chief Marketing Officer

Robbie is responsible for the management of Oliver's Marketing Department, inclusive of brand, social and creative, and brings a unique creative mindset to the role of Chief Marketing Officer. Robbie has over 20 years experience in graphic design, and three years in the roles of Graphic Designer and Creative Director for the Oliver's brand. Robbie will deliver the strategic direction for his portfolio and possesses the necessary 'keen eye' for best practice (or first class) consumer messaging and brand integrity.

EXECUTIVE MANAGEMENT

REVENUE
INCREASED
73.2%
TO \$35.9M
FROM \$20.7M
EOY2017

CASH
BALANCE
OF
\$2.9M
AT 30 JUNE 2018

SAME
STORE
SALES
+4.3%

COMMENCED
BRISBANE
FARMGATE
OPERATION

OPENED
NINE
NEW
STORES

LAUNCHED
**SELF
ORDER
KIOSKS**

EBITDA OF
+\$2.7M
FOR 2018
VS LOSS OF
-\$2.3M
FOR 2017

TRANSITIONED
SUPPLY FLEET
TO A
LEASING
MODEL

ADDRESSED
UNDER
PERFORMING
STORE:
CLOSED HORSHAM
MAY 2018

SALE OF
PROPERTY

BULAHDELAH
+\$2.075M
MARYBOROUGH
+\$1.85M

GROSS
MARGIN
+9.2%

OPENED
**NEW
CENTRAL
KITCHEN IN
BRISBANE**

TRANSITIONED
TO
NEW CEO

Financial Overview & Outlook

	YEAR ENDED 30-JUN-16	YEAR ENDED 30-JUN-17	YEAR ENDED 30-JUN-18	YEAR ENDED 30-JUN-19
	ACTUAL	ACTUAL	ACTUAL	PROFORMA**
Revenue from ordinary activities	\$17.1M	\$20.7M	\$35.9M	\$40M TO \$43.2M
Gross Profit	\$10.5M	\$13.9M	\$27.5M	\$30M TO \$32.7M
Gross Margin	61.3%	67.2%	76.4%	75.7%
Other Income	\$2.8M	\$0.4M	\$1.9M	\$0.1M
Operating Expenses	(\$11.5M)	(\$16.6M)	(\$26.7M)	(\$31.2M)
Reported EBITDA*	\$1.8M	(\$2.3M)	\$2.7M	\$1.1M TO \$1.6M
Less Land Sale EBITDA#	\$2.8M	-	\$1.9M	\$0.1M
Operational EBITDA	(\$1.0M)	(\$2.3M)	\$0.8M	\$1.0M TO \$1.5M
One-off Costs	-	\$0.7M	\$0.7M	\$0.2M
Normalised EBITDA (excluding land sales)	(\$1.0M)	(\$1.6M)	\$1.5M	\$1.2M TO \$1.7M
NPATA**	\$0.6M	(\$2.9M)	\$0.0M	(\$0.7M)
NPAT	\$0.6M	(\$2.9M)	(\$0.6M)	(\$1.5M)

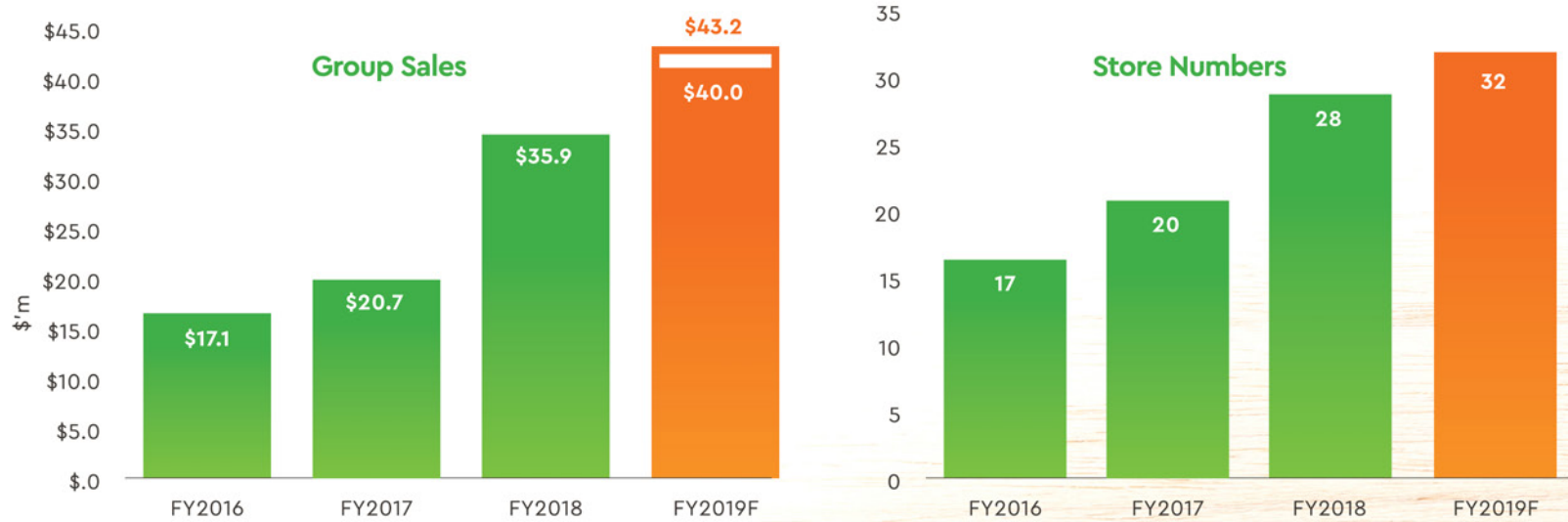
* Earnings before Interest, Taxation, Depreciation and Amortisation and (EBITDA) is a financial measure, which is not prescribed by Australian Accounting Standards ("AASB") and represents the profit under AASB adjusted for specific non-cash and significant items. The Directors consider EBITDA to reflect the core earnings of the consolidated entity.

Included sales of franchised stores

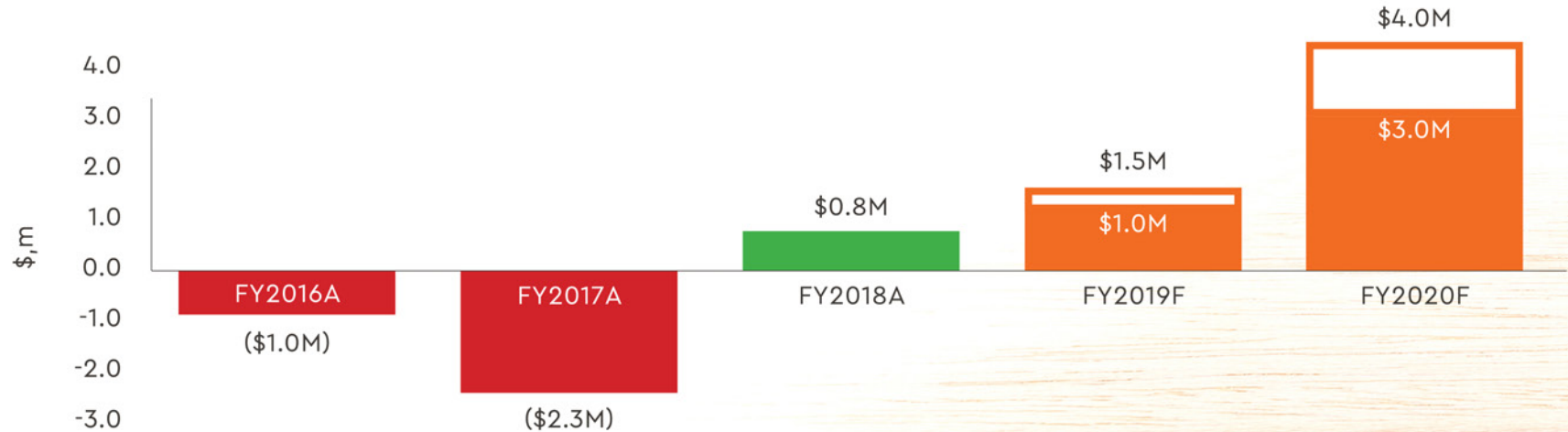
** NPATA = Net Profit After Tax but before Amortisation

** Assumes raising equity of between \$3.5M and \$7.4M in November 2018

Trading Performance Sales



Operational EBITDA Chart



Excludes land sales EBITDA

Subsequent to the FY2018 Reporting Period

- Successful placement in early November 2018 raising \$3.5M
- Follow-on entitlement offer closed 27 November raising approximately \$500,000
- In October 2018, the Company sold the surplus land at 15 Amsterdam Circuit, Wyong for \$600,000. Settlement is expected in December, retiring debt of approximately \$500,000
- Launched Self-Serve Kiosks at Wyong NSW with wider deployment currently underway. ATV 20% higher than counter sales
- Introduced Speed Ovens into store kitchens to reduce customer waiting time, with full deployment currently underway. Pocket cooking time reduced from 5 minutes to 90 seconds.
- Initiated Supply Chain efficiencies that have delivered over \$450,000 (annualised) saving to date
- New Marketing & Social Media focus expanded with new menu items and combos recently introduced
- Net Promoter Score (NPS) grown to an average score of 57, with a peak of 64 and low of 47

OUR PURPOSE

**"TO EMPOWER
OUR CUSTOMERS TO
LIVE A HAPPIER AND
HEALTHIER LIFE"**

FEED YOUR GOOD
BODY, MIND & SPIRIT



OUR MISSION

**"TO PROVIDE
EXCEPTIONALLY
DELICIOUS AND NUTRITIOUS
REAL FOOD"**

OUR VALUES

WE ARE ABSOLUTELY CUSTOMER FOCUSED



passionate

WE ARE ALWAYS POSITIVE IN
OUR INTERACTIONS. WE
LOVE WHAT WE DO.



ethical

WE LIVE HONESTLY,
RESPECTFULLY,
SINCERELY AND WITH
INTEGRITY.



accountable

WE ARE ACCOUNTABLE
FOR OUR CHOICES AND
DECISIONS. WE 'OWN IT.'



conscious

WE ARE CONSCIOUS
AT ALL TIMES OF
OURSELVES AND OUR
ENVIRONMENT.



exceptional

WE UNDERSTAND
THAT WE ARE WHAT
WE REPEATEDLY DO.
EXCELLENCE IS OUR HABIT.

market placement:

Australia owns 53% of the World's organic farmland having increased 23% since 2015.

SOURCE: AusVeg Statistics

2.25m Australian's follow a vegetarian or plant-based (vegan) diet.

SOURCE: Roy Morgan Research



Oliver's Real Food is the world's first Certified Organic fast food chain.

The Australian organic supermarket category is now estimated to be a \$2.4b industry.

SOURCE: AusVeg Statistics

25 to 40 percent of consumers in the Asia Pacific Region are willing to pay a premium for foods free from artificial colours, flavours & gluten, low in fat & salt, and higher in protein and fibre.

SOURCE: Nielsen Research



Planned Store Development

Existing Stores

1. MARYBOROUGH, QLD
2. ARATULA, QLD
3. COOMERA, QLD
4. CHINDERAH, NSW
5. FERRY PARK, NSW
6. COFFS HARBOUR, NSW
7. PORT MACQUARIE, NSW
8. BULAHDELAH, NSW
9. HEXHAM, NSW
10. WYONG SOUTHBOUND, NSW
11. WYONG NORTHBOUND, NSW
12. LITHGOW, NSW
13. DUBBO, NSW
14. GOULBURN, NSW
15. GUNDAGAI, NSW
16. EUROA, VIC
17. SHEPPARTON, VIC
18. WALLAN NORTHBOUND, VIC
19. WALLAN SOUTHBOUND, VIC
20. EASTLINK OUTBOUND, VIC
21. EASTLINK INBOUND, VIC

22. OFFICER OUTBOUND, VIC
23. OFFICER INBOUND, VIC
24. PEN-LINK OUTBOUND, VIC
25. PEN-LINK INBOUND, VIC
26. GEELONG SOUTHBOUND, VIC
27. GEELONG NORTHBOUND, VIC
28. BALLARAT, VIC

Central Kitchens and Distribution Centres

- BRISBANE KITCHEN AND DC
- WYONG KITCHEN AND DC
- MELBOURNE KITCHEN AND DC

Planned New Stores

29. CAL-COFFS, NSW
30. BATHURST, NSW
31. SUTTON FOREST, NSW
32. MARULAN NORTHBOUND, NSW
33. MARULAN SOUTHBOUND, NSW

A strong pipeline of store opportunities is necessarily fluid to ensure premium location development.

Original target of 60 store locations remains valid and achievable.

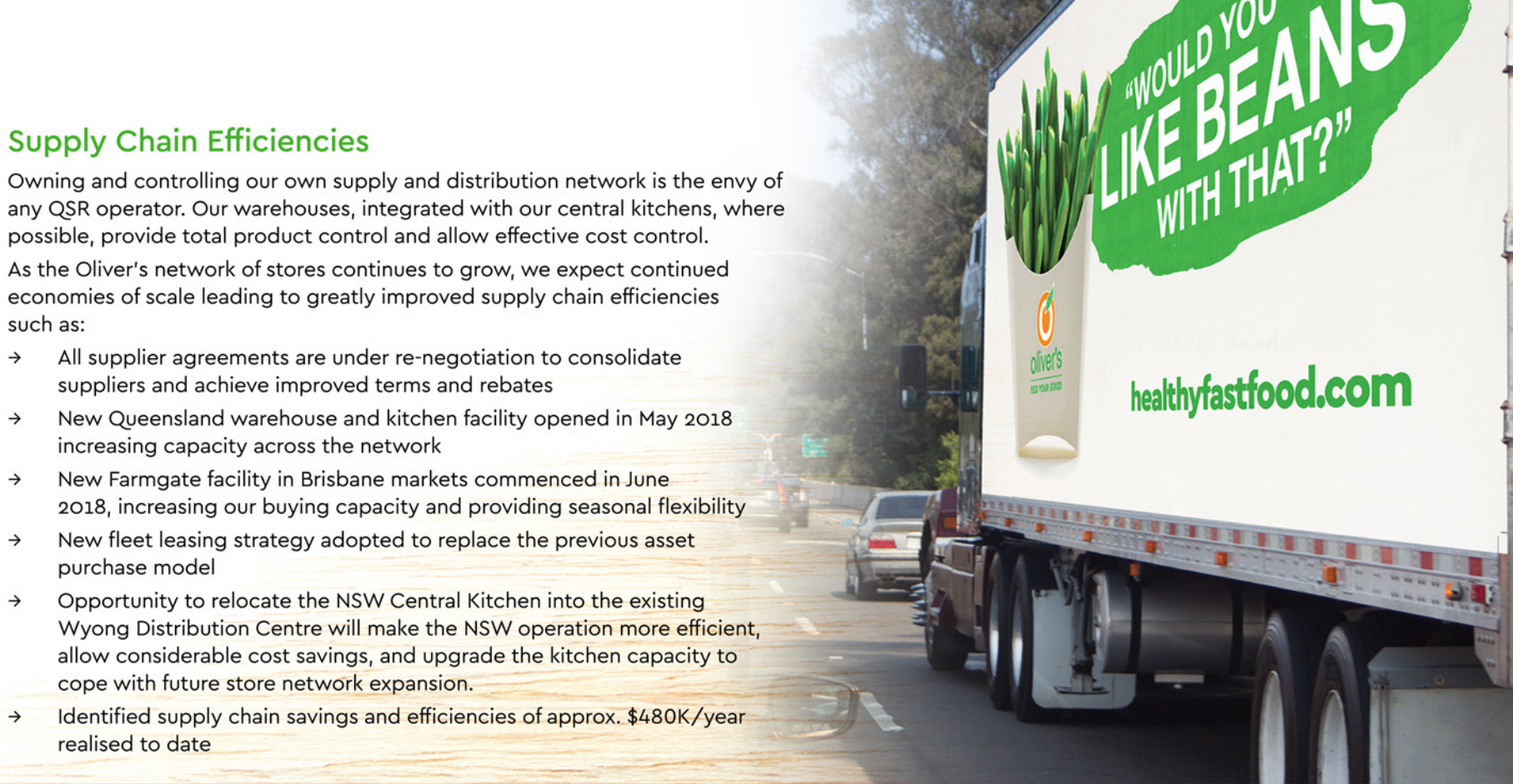
Supply Chain Efficiencies

Owning and controlling our own supply and distribution network is the envy of any QSR operator. Our warehouses, integrated with our central kitchens, where possible, provide total product control and allow effective cost control.

As the Oliver's network of stores continues to grow, we expect continued economies of scale leading to greatly improved supply chain efficiencies such as:

- All supplier agreements are under re-negotiation to consolidate suppliers and achieve improved terms and rebates
- New Queensland warehouse and kitchen facility opened in May 2018 increasing capacity across the network
- New Farmgate facility in Brisbane markets commenced in June 2018, increasing our buying capacity and providing seasonal flexibility
- New fleet leasing strategy adopted to replace the previous asset purchase model
- Opportunity to relocate the NSW Central Kitchen into the existing Wyong Distribution Centre will make the NSW operation more efficient, allow considerable cost savings, and upgrade the kitchen capacity to cope with future store network expansion.
- Identified supply chain savings and efficiencies of approx. \$480K/year realised to date

SUPPLY CHAIN



Oliver's Technology Advancements

- Self-Order Kiosks being deployed in top 10 stores
- Facilities Management Platform introduced
- Business Intelligence Platform to support our Commercial Analyst has commenced
- OliPOS and OliVERSE evolving to support expanding OPS
- Netsuite/OliVERSE integration



Red Dragon Organics

Oliver's owns 100% of The Delicious & Nutritious Food Company Pty Ltd (D&N), specialist organic beverage manufacturer of Red Dragon products, which supplies Organic Living Elixir, Living Elixir – Honey Brew (low sugar), Organic Ginger Beer and Organic Lemon, Lime & Bitters.

Oliver's is working with suppliers to bring a Kombucha product into the Red Dragon label. This completes a range of health drinks that are On-trend and fit for external distribution.

A beverage specialist Business Development Manager has been appointed to drive external distribution and sales and bring efficiencies and opportunities to the Red Dragon Brand.



RED DRAGON ORGANICS

Introduced New Menu Items

**Plant-Based
Buddha Bowls**

Fresh Sides

**Christmas
Turkey &
Cranberry
Relish
Sandwich**

**Pulled Pork
& Appleslaw Roll LTO**

**Updated Pocket Range, now in
Classic and Maxx sizes**

- Enhanced vegan (plant-based) range.
- Menu Development Committee introduced that looks at Oliver's menu evolution including fresh, natural & organic food trends.
- Menu rationalisation, reformulation and evolution plans will ensure the menu remains current, fresh, and relevant.
- New Gourmet Pita Pocket dual sizing introduced. Size mix is currently 62% Classic and 38% Maxx

NEW MENU ITEMS

Our pockets just got bigger

Classic *only* **\$9.95**
Maxx \$16.95

Now available in 2 sizes

Choose your favourite

		
All Day Breakfast	Free Range Chicken	Burrito
		
Tender Beef	Lamb Roast	Veggie Patch

limited time

fresh sides

NEW

Steamed Carrot Sticks **\$4**

Steamed Mixed Greens **\$4.50**

Steamed Corn Cob **\$4**

With your choice of butter, basil aioli or Asian dressing

New

Keeping Summer Real

raw crunch buddha bowl **\$9.95**

falafel foodie buddha bowl

chickpea bazaar buddha bowl

Add Protein for +\$3. Choose from organic egg, free range chicken or turkey breast.

any
**Classic
Pocket
& Side**

only
\$13.95



Any classic pocket & any side

Combo deals apply to standard products only. Add-ons, extras and specialty milks that normally attract an additional charge, are extra. Substitutions not permitted.

Add a
muffin
to any
hot drink

for
\$3.50



**Add any muffin to the purchase
of any hot beverage**

Combo deals apply to standard products only. Add-ons, extras and specialty milks that normally attract an additional charge, are extra. Substitutions not permitted.

any
**Sandwich
& Side**

only
\$11.95



Any sandwich & any side

Combo deals apply to standard products only. Add-ons, extras and specialty milks that normally attract an additional charge, are extra. Substitutions not permitted.

COMBO INTRODUCTION

Organic Coffee

Long Black
Flat White
Café Latte
Cappuccino
Long Macchiato
Double Espresso
Mochaccino
Chai Latte



Small \$4.25 (8oz)
Regular \$4.95 (12oz)
Large \$5.65 (16oz)

Extra Short or Tall, Caffeine-Free, Almond or Organic milk. *Kilo

Organic Tea

Chai Spice
Earl Grey
English Breakfast
Green
Three Mint



Regular \$3.95 (12oz)

Other Hot Beverages

Hot Chocolate \$4.25 \$4.95 \$5.65
Chai Latte \$4.25 \$4.95 \$5.65
Turmeric Latte \$4.25 \$4.95 \$5.65

Cold Beverage



Raw, Brewed in Bottle & Alive!



\$5.95

Created with organic, certified, healthy ingredients, these smoothies are the body, mind and spirit.

Smoothies

Banana Smoothie \$4.95
Chocoholic Smoothie \$4.95
Banana Berry Smoothie \$4.95
Peach Punch Super Smoothie \$7.95
Alluring Green Super Smoothie \$7.95
Antioxidant Red Super Smoothie \$7.95

Create Your Own Juice

\$8.95

Apple, Beetroot, Carrot, Celery, Cucumber, Ginger, Lemon, Orange, Pineapple, Silverbeet, Tomato, Watermelon

Pita Pockets

All Day Breakfast
Buncho cornish
Free Range Chicken
Lamb Roast
Tender beef
Veggie Patch with cauliflower

Choose your size
Classic or Maxx?



Classic \$9.95 (Maxx \$14.95)

Grab 'n Go



Salads



Any salad with chicken, salmon or tuna \$1.00 extra. All our salads are made with fresh ingredients.

Grab 'n Go

Meat, Cheese & Tomato \$7.95
Peanut Butter & Avocado \$7.95
Egg Salad & Roast \$7.95
Smoked Salmon & Salad \$7.95
Pasta Salad \$7.95
Egg Pie \$5.00 with veggie egg
Fruit Salad \$4.95
Mug \$2.95
Tasty Chicken \$4.95
Salmon & Avocado \$6.95
Vegetarian \$4.95
Handbook Pack \$7.95 with veggie sandwich

Everyone loves a Toastie?

We're happy to toast any sandwich on request

Any Classic Pocket & Side

only \$13.95

Any classic pocket & any side

Add a muffin to any hot drink

for \$3.50

Add any muffin to the purchase of any hot beverage

Any Sandwich & Side

only \$11.95

Any sandwich & any side

Soup & Curry

Organic Minestrone Soup \$7.50 \$10.95
Organic Pumpkin Soup \$7.50 \$10.95

Free Range Butter Chicken \$13.95
Organic Veggie Terna \$13.95

Everyone loves a Toastie?

We're happy to toast any sandwich on request



Golden Rice Nuggets

\$6.95

Fresh Sides



Homemade Salad \$4.95
Steamed Corn \$4.95
Steamed Mixed Greens \$4.95
Sweet Potato \$4.95
Homemade Salad \$4.95
Steamed Corn \$4.95
Extra Drizzle Sauce \$1.00 (Homemade Salad only)

All Day Breakfast

Toast Selection (any option)
Two Slices \$4.95
Gluten-Free Fruit & Slice of Classic Crunch \$4.95
Organic Sourdough or Multi-Grain Sourdough

Egg & Bacon Roll \$4.45
*Includes veggie, egg and cheddar cheese

Breakfast Pocket
Classic \$9.95
Maxx \$16.95

Omelette & Toast \$12.95
*Gluten-free bread available



Treats

Macchiato Muffin \$4.95
Banana & Pear Muffin \$4.95
Gluten-Free Orange & Pomegranate Muffin \$4.95
Savory & Cheese Muffin \$4.95
Date & Walnut Muffin \$4.95
Gluten-Free Biscuits \$4.95
Gluten-Free Bread \$5.00
Banana Bread \$5.00
Cranberry Bread \$5.00
Savory Bread \$5.00
Cakes & Muff \$4.95
Energy Balls (any flavor) \$4.95
Peanut Butter Egg Sandwich \$4.95
Mocha Muffin \$4.95



Fast food
can **be healthy**
...and affordable!

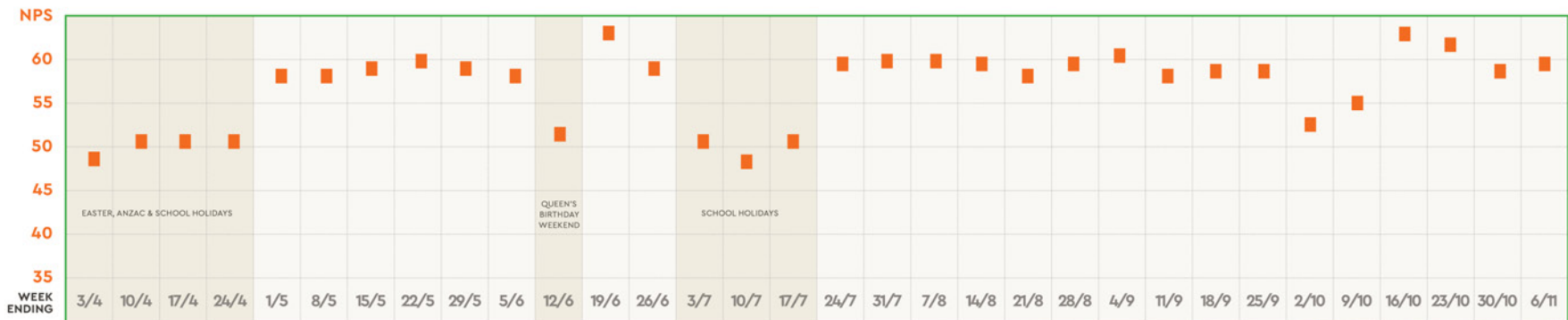
New

64km > M1 Wyong  **oliver's**

- Outdoor advertising/billboards is our core marketing strategy launched to attract customers to our Highway locations.
- Currently we have 38 billboards in use across the network, many with commercial suppliers, and some with private land owners.
- The majority of the billboards have now been reskinned with the above artwork. This new artwork provides a clearer message to motorists, particularly those unfamiliar to Oliver's, with vibrant food images and a clear traffic driving message.



OUTDOOR ADVERTISING



CUSTOMER FEEDBACK	7231	5955	4891	6184	3788	4016	4192	3576	3719	4489	4777	3490	4499	6391	7737	6140	4595	4375	4320	4433	4488	4483	4065	3839	4276	4276	5334	4628	3740	3497	3630	3793
NPS	+48	+51	+51	+51	+57	+57	+58	+60	+58	+57	+52	+64	+58	+51	+47	+51	+59	+60	+60	+59	+57	+59	+61	+57	+58	+58	+53	+55	+64	+62	+58	+59

The 2018 Retail (in-store) Industry Benchmark NPS Score is 14

SOURCE: Australian NPS Industry Benchmarks 2018: Perceptive

CUSTOMER SATISFACTION - NET PROMOTER SCORE

Community

Community engagement is important to Oliver's, especially in our rural township locations.

We have aligned our charity and community commitment to Rural Aid Australia who are providing holistic support to the type of farmers that Oliver's rely upon.

Our 'Love Bucket' donations will be regularly reviewed to remain relevant to community needs.

Our ongoing partnership with the Oliver's Racing Team has built a strong relationship between the Australian Cycling community and the Oliver's brand. The promotion of cycling is a key part of our strategy to encourage a healthy lifestyle and is fully aligned with Oliver's mission and values.



Please help us support the farmers we rely on.

RURAL (aid) AUSTRALIA

Rural Aid provides holistic support to rural Australia, with programs like 'Buy-a-bale' and 'Farm Army', assisting farmers and farming communities affected by drought.

100% of Love Bucket donations go to Rural Aid.

LOVE BUCKET DONATIONS GO TO CHARITABLE CAUSES

FEED YOUR GOOD & PLEASE DONATE. ALL.

The graphic features a cycling team in green and black uniforms riding on a road. The background of the graphic is a rural landscape with sheep grazing in a field under a blue sky. The text is in green and black, with the Rural Aid Australia logo prominently displayed.

Sustainability

- Target to be zero landfill by 2020
- Replaced plastic with sustainable and compostable paper straws – Aug 2018
- Replaced plastic with sustainable and compostable wooden cutlery – Nov 2018
- Launched a full review of in-store packaging to remove plastic
- Launched review of waste management





ARATULA QLD | OPENED 13 JULY 2017





MARYBOROUGH QLD | OPENED 21 SEP 2017



oliver's



EUROA VIC | OPENED 2 NOV 2017







BULAHDELAH NSW | OPENED 21 DEC 2017





SHEPPARTON, VIC | OPENED 3 MAY 2018





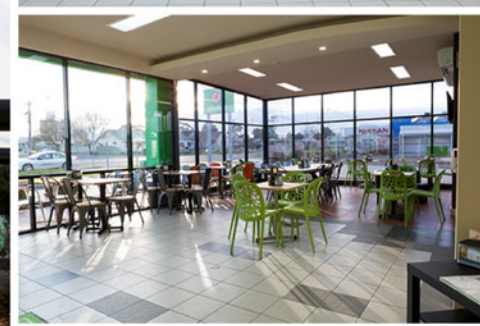
COOMERA, QLD | OPENED 21 JUNE 2018





DUBBO, NSW | OPENED 28 JUNE 2018





thank you

**fresh.
natural.
organic.**

